WINTER OPERATIONS: DON'T IGNORE THE SIGNS

KNOWLEDGE

VOL 7 JANUARY 2013

OFFICIAL SAFETY MAGAZINE OF THE U.S. ARMY

HOW DID WE DO?

FISCAL 2012 END-OF-YEAR REVIEW

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U.S. ARMY

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We welcome your feedback. Please email comments to **safe.knowledge@conus.army.mil.**

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CHANGING WITH THE TIMES

Around the time I joined the Army in 1981, IBM released its first personal desktop computer. Those little boxes, along with their counterparts from Apple, completely changed the way the world does business. Now, more than 30 years later, technology keeps getting better, faster and smaller. As an Army, we have to keep up or get left behind — a fact that touches everything we do, including the way we give you information.

Beginning this July, Knowledge content will be housed exclusively online. This decision was driven by both fiscal constraints and the changing media environment. Producing a full-color magazine with a subscription base in the tens of thousands has become prohibitively expensive, especially in this era of funding shortfalls. We're not the only organization in the Army or the Department of Defense to take this route; in fact, it's becoming the norm in DoD media.

Money isn't the only reason for this change, though. Most of our Soldiers were raised on computers and video game consoles. They know their way around technology and, according to numerous studies, people in their age group prefer to get their news via the Internet. Printed publications still serve a purpose, but we've had to ask ourselves if a hard-copy magazine is really the best way to reach the Soldiers most at risk for an accident.

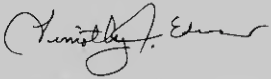
It's my job as director of Army Safety to make tough decisions, and this was one of the more difficult I've had to make. I truly believe Knowledge as it exists today adds tremendous value to safety programs across our Army. But I feel just as strongly that we can make it a more desirable and accessible product by switching to a digital format. We'll be able to showcase products and tools many of you might not be aware of, and generate more discussion from the field — with better immediacy — on issues our Soldiers are facing right now. Those are things you can't do with a printed publication, and I'm excited to see where the next few months will take us.

So, as we start this new year, I ask that you resolve to give the new Knowledge a chance. It will be a learning curve for everyone involved: for my team to develop the online solution, and for you to think of creative ways to pass the content along to your Soldiers. I talk often about culture change, and this switch is just one manifestation of it. Soldiers are constantly changing and adapting to their environment, and we must evolve right along with them.

Our Army has been through a lot these past few years, and its history is still being written. You are all part of that story. Please consider sharing your safety experiences with us and asking your Soldiers to do so too. Knowledge has always been a venue for Soldiers to voice, in their own words, the role safety plays in their daily lives. It will continue to be that sounding board, but we can't do it without you. Help us keep the Army safety story alive!

I hope each of you find this new format even more useful than the printed version of Knowledge. We have a wonderful opportunity to create something exciting and interactive that will serve our Soldiers well into the future. More information on this change will be released in the coming months, but in the meantime, please feel free to contact me with questions, concerns or suggestions. This is your magazine, so let's make it what you want it to be. Have a happy, safe and healthy New Year! ≪

Army Safe is Army Strong!



TIMOTHY J. EDENS
Brigadier General, USA
Director of Army Safety

ON THE RANGE

JAY MANG
4th Brigade Combat Team
82nd Airborne Division
Fort Bragg, N.C.

As I pulled into my driveway after a long day at work, the last thing I wanted to receive was a phone call from the brigade S-3.

He asked, "Jay, who is the approving authority on a risk management worksheet for a demolition range?" I knew this question could only mean one thing … an accident! My hunch was correct; three of our Soldiers received injuries in a training accident involving demolitions. I immediately headed out to the range.

When I got there, I was met by the range officer in charge, the range safety officer and multiple levels of leadership from the platoon. I walked over to where the accident happened and saw a pile of gear soaked in blood. Then I started asking questions.

As I discussed the sequence of events with the company commander, he explained that his unit was performing static breaching operations, which consisted of blowing doors for entry purposes. So far so good, I thought. He said that under the supervision of the master breacher, Soldiers were placing two C4-constructed charges on practice doors and initiating the charges. The types of charges used were flex linear and c-charges. Using two charges for redundancy, the flex linears were placed vertically up and down the length of the door, and the c-charge around the door handle to breach the lock. Each scenario was followed by a hot wash/after-action review. The commander had been running the same training conditions all morning and afternoon up until the accident.

Digging deeper, I learned that when the accident occurred, the training had been modified without prior coordination with everyone involved in the scenario. This particular time, an assault team was injected into the training. Ordinarily, this wouldn't have been

a problem; however, since everyone involved wasn't read in on the modification, this iteration of training became a recipe for disaster.

The training started normally as the demolition charges were placed on the door. When the time fuse was pulled to burn, the team sought cover on the side of the building. The c-charge on the door detonated without issue and, three seconds later, the three-man assault team made their way toward the breach. The first two team members had just made their way through the doorway and the third was still in the entry when the second flex linear charge detonated. All three Soldiers absorbed the impact of the blast and suffered facial lacerations and fragmentation to the legs and arms. Fortunately, they were wearing proper personal protective equipment, which mitigated further injuries.

The "so what" of this unfortunate incident is that the initial risk management worksheet didn't discuss modifications to the training. By adding an assault team to the exercise, the unit incurred an additional risk. The Soldiers didn't have adequate supervision before and during the entry, and rehearsals weren't conducted using multiple charges. The list could go on and on, but the bottom line is this accident was preventable if leadership had exercised proper risk mitigation and risk management.

We can't fail fast enough when it comes to hastily modifying training just to achieve desired results. Take time and thoroughly plan your training and remember that if you decide to modify a training event, take the time to perform proper risk management.

FYI

The Ground Risk Assessment Tool empowers leaders and Soldiers to reduce accidental loss and injury by incorporating risk management into a quick, user-friendly system that eases the mission-planning process. By providing users with up-to-date accident statistics, relevant accident vignettes and guidance, including regulations, training circulars, field manuals, and tactics, techniques and procedures, GRAT helps ensure users capture a complete picture of hazards and controls they may not have previously considered. GRAT allows users to save time, learn from others' mistakes and integrate risk management into all their activities, whether on or off duty. By incorporating safety into mission planning at every echelon, GRAT ensures leaders and Soldiers have the information they need to reduce accidental loss and protect and maintain combat power. Check out GRAT today by visiting https://grat.safety.army.mil/GRAT (AKO login required).

14 SECON TO IN

MICHELLE KENNEDY
Fort Drum, N.Y.

Editor's note: This article was adapted from the Fort Drum Mountaineer.

When there is an in-flight emergency, every second counts.

It was early on a summer morning in Afghanistan as Chief Warrant Officer 2 Mark Foschetti and Chief Warrant Officer 2 Mike McGann headed back toward Bagram Airfield. Assigned to C Company, 1st Battalion, 10th Aviation Regiment, Task Force Phoenix, they'd completed their mission. Neither could have anticipated their morning was about to change in a way they'd never forget.

"(McGann) was on the controls doing everything he was supposed to and I was on the radio making the calls to the tower, and then all heck broke loose," Foschetti said. "We heard this crunching snap sound, and I jumped on the controls."

McGann, who was a junior pilot, initially thought they'd been shot at. He quickly transferred the controls to Foschetti as the helicopter began its 14-second descent from 400 feet in the air. Foschetti barely had time to transmit the words, "We're

DS MPACT

going down," as he tried to regain control of the helicopter.

He quickly realized the nose of the aircraft was turning to the right.

"(That's when) I realized we lost our tail rotor," he said. "The aircraft has a natural tendency to turn right because the rotor blades spin to the left, especially with the more torque you pull in. The tail rotor system provides anti-thrust to balance the aircraft and keep the nose straight. No one ever wants to lose that."

Foschetti scanned the area and saw a two-story qualat, or house, in front of them. He said he was unsure if they had enough altitude to clear it.

"We happened to have a beautiful open field right in front of us," Foschetti said. "I made the decision and I told my wingman, 'We're going down.'"

As the helicopter went down, two things came to Foschetti's mind — keeping the nose of the aircraft up to protect McGann and cushioning the landing at the bottom the best he could. But as he did that, he knew they would be vulnerable to rotating out of control.

"I knew as soon as I pulled in power (to cushion the landing), the aircraft was going to start spinning," he said. "For a split second, I saw my wife, my two kids, my brother, my mother and father — my immediate family. As quick as it popped into my mind, they were gone and it was time to act, because (I thought), 'We're not dying today.'"

But there were other challenges. Foschetti explained that during training, autorotations are started at an altitude of 1,000 feet.

"If you keep the aircraft in trim, it takes a while to get to the ground," he said.

However, he was at 400 feet, not 1,000, in an aircraft that could not be trimmed. He feared the Apache would tumble over when it hit the ground.

"Those 14 seconds were the longest autorotation I've ever done," he said.

"We're OK"

When the helicopter impacted the ground, both pilots confirmed that they were OK.

"It was so surreal — the whole descent," McGann said. "The whole thing happened so fast, but at the same time, while it was going on, it felt slow. I remember thinking at the bottom — at the very end — I was afraid of the blades hitting the ground and us toppling over. I remember thinking, 'This is going to hurt.'"

As the rotor blades slowed down, the aviators lost radio communication. Foschetti realized they needed to make sure their sister ship that had been flying with them, as well as the Soldiers back at BAF, knew what happened and that they were alive.

When the rotor blades finally stopped, both aviators used their experience and instincts. Both Foschetti and McGann served in the Army as enlisted Soldiers for several years before going to Warrant Officer Candidate School and flight school. Foschetti previously served as an Apache armament/electrical systems repairman, while McGann was a military police officer.

"I went into a (communications security) mode, (clearing) my cockpit, getting my goggles, collecting all of my sensitive items," Foschetti said. "When we got out of the aircraft, I ran to the storage bay to grab our flight bags. In case we had to hot tail it, we'd be ready."

He stopped and turned around to check on McGann. He saw him on the perimeter with his M-4 doing everything necessary to provide security for the downed crew.

But Foshetti also saw something else that brought a smile to his face. Before McGann grabbed his weapon, he'd made sure he had one other "sensitive item" — a stuffed dragon that his 4-year-old daughter, Hope, had sent him.

"It flies with me all the time; it usually sits right on the console," McGann said. "Before I grabbed my weapon, and before I did anything else, I grabbed (the dragon) and stuffed it under my armor."

Fortunately, Foschetti and McGann suffered only minor injuries. Foschetti had a cut on his palm and McGann bit his lip and was bleeding. Within 14 minutes, an Air Force emergency helicopter arrived to transport them for medical treatment. After they arrived at the hospital and saw their commander and first sergeant, Foschetti and McGann were instructed to call home.

"I have an unbelievable wife; she's such a strong woman," Foschetti said. "There were no tears, she was just happy we were OK. I love that woman."

Life Lessons

Foschetti was recognized in May 2012 by the U.S. Army Combat Readiness/Safety Center for his actions with the Broken Wing Award. The award recognizes aviators whose outstanding airmanship and extraordinary skills minimize or prevent aircraft damage or personnel injury during an emergency.

Foschetti, who serves as his company's safety officer, said that the experience caused him to change how he briefs his emergency procedures before flights.

"If something happens, have one person watch the perimeter while the other one collects sensitive items and sterilizes the cockpit, then switch it up," he said.

He is determined to make losing a tail rotor a once-in-a-lifetime experience.

"Needless to say, my inspection of the tail rotor since then has been even more in depth, (even though) there was nothing we could've done to see that coming," he said.

Foschetti explained that the experience gained during the deployment gave a level of experience to the pilots in his unit far beyond what their flying hours would suggest, honing their decision-making skills. He attributes his ability to react properly to the training he received from his instructor pilots.

"(Chief Warrant Officer 4) Sean Richards was my IP (in Afghanistan), and my first IP, Chief Warrant Officer 3 Daxton Barkley, was with me in (my previous unit) and progressed me … right out of flight school," Foschetti said. "They were very diligent about the way they taught. I have no doubt in my mind that if it wasn't for those two and the way that they taught me how to fly, there's no way I would've been able to perform an autorotation like that. I owe my life to those two."

LEADERS AND SAFETY OFFICERS!

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DON'T IGNORE THE SIGNS

RETIRED SGT. 1ST CLASS DAVID MORAGNE
Blue Grass Chemical Activity
Richmond, Ky.

Winters can be brutal at Fort Richardson, Alaska. After being stationed there for two years, however, I thought I could handle just about anything winter could dish out. It took a close call to make me realize we can never become complacent when it comes to winter driving — no matter how familiar you may be with the area.

My platoon leader was fresh out of the Officer Basic Course and wanted to use her Toyota 4Runner to conduct a recon down a tank trail. She told me she had experience driving in the snow. I thought we could go out and be back within an hour. Against my better judgment, I decided to ride with her instead of signing out a HMMWV from the motor pool. It had snowed a few days earlier and the temperature dropped to minus 20 F.

Our recon started out fine, and I was impressed with the 4Runner's handling. However, as we got farther into the training area, I noticed the vehicle had difficulty handling the ruts as they got deeper and deeper. Then it happened — we got stuck.

When I stepped out of the vehicle, I could hardly stand because the snow was so deep. I was a little concerned because no one knew we were out there and we didn't give the unit a map of training areas. To make matters worse, we were quickly running out of daylight and didn't have any survival gear.

I was able to get the vehicle out of the deep ruts, but we were only free for about five minutes before we got stuck again. At this point, our feet and hands were starting to get cold and we couldn't get a cellphone signal to call for recovery. The platoon leader hadn't become acclimated to the Alaskan cold, so I left her at the vehicle to stay warm while I walked up the road to try to find a signal. Eventually, I was able to contact someone, and they came out to recover us. Not surprisingly, my peers, being the gentlemen they are, ridiculed and mocked me with jokes for months.

This incident left me with an important lesson learned: Don't ignore the signs. We ignored all the indicators that taking the 4Runner over the HMMWV was not a good idea. We knew we'd face multiple hazards such as extreme temperatures,

snow and ice. Combine the extreme weather hazards with an inexperienced Alaskan driver, inappropriate equipment, a disregard for the time of day and lack of survival gear and you have a recipe for failure.

Don't ignore the signs. Believing your experience can trump hazardous weather conditions could leave you stuck out in the cold.

STAFF SGT. NICOLE DYKSTRA
72nd Operations Brigade
Joint Base McGuire-Dix-Lakehurst, N.J.

Vehicle rollovers remain a serious concern for units deployed overseas. According to statistics compiled by U.S. Central Command, there were 618 tactical vehicle rollovers in Afghanistan between January 2009 and July 2012, resulting in 23 fatalities and 501 injuries.

As the validation authority for all Reserve component Soldiers deploying around the world, First Army leaders decided to tackle this problem. First Army received feedback from CENTCOM that service members needed additional driver training before deploying. Now, service members mobilizing through Joint Base McGuire-Dix-Lakehurst must complete an improved, comprehensive MRAP driver training program, including additional time behind the wheel and a newly created obstacle course.

First Army Division East leaders at Joint Base McGuire-Dix-Lakehurst designed the program to increase driver proficiency and promote safety while reducing injuries and loss of life. The five-day training replaces a three-day model that focused on instruction and familiarization of the M-ATV and MaxxPro, two common MRAP vehicles. Students going through the new training still receive classroom instruction and basic vehicle familiarization, but now they spend more time behind the wheel and have to negotiate an obstacle course in both daytime and nighttime.

The obstacle course features an array of terrain features a deploying service member might encounter overseas, including concrete barrier serpentines, potholes large enough to swallow a tire, narrow passages between shipping containers to simulate an urban environment, uneven slopes and steep inclines. Students also drive their vehicles through a smoke-filled trail to simulate a battlefield obscurant and face high curbs and an 18-inch vertical wall.

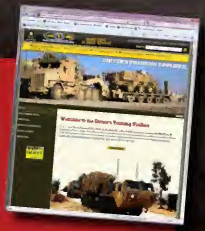
Service members who have experienced the new training have noted the promotion of safety and overall trust in the vehicle after operating the MRAP through the obstacle course. Under the watchful eye of a master driver, speed and safety are carefully controlled as students negotiate the course. The master drivers ride in the vehicles and provide instant feedback to students on their performance. First Army leadership not only focuses on terrain features, they also ensure communication within the vehicle is a priority, allowing the master drivers to stress the importance of communication while driving.

The planning and development of the obstacle course and the

improved training model was a joint effort among representatives from First Army, as well as the installation safety office and range control. Joint Base McGuire-Dix-Lakehurst contractors began construction in June 2012, and the obstacle course was validated by the master drivers of the 174th Training Brigade in July. The first group of student drivers navigated the obstacles in August. Upon completion of the five days, students receive a certificate to verify they have met the training requirements. Unit commanders are responsible for issuance of driver's licenses, per Army Regulation 600-55.

The take-away from the training? Instructors say the training produces confident drivers armed with the necessary skills to safely operate the vehicle over unfamiliar terrain in a combat environment.«

FYI



If you're looking for materials to set up, maintain or improve your unit's driver training program and ensure the safety of your Soldiers and equipment, check out the Driver's Training Toolbox. The toolbox is a repository of driver training resources aimed to assist leaders, commanders, master drivers and instructors.

The toolbox offers a myriad of tools and resources that reinforce the sound principles of driving. Whether deployed or in garrison, personnel can easily access sample standard operating procedures, presentations, lesson plans, graphic training aids, handbooks, videos and more. Use of these resources will assist Soldiers in the successful and safe completion of their missions and off-duty activities while mitigating the harmful effects of operating Army motor vehicles or Army combat vehicles.

Another component of the toolbox is the MRAP Safety Awareness Site that contains hazard and risk mitigation information and tools to supplement operator and crew training programs. Users have access to an MRAP safety awareness video, a training support package with a slide presentation and additional safety information. Equipment operator training guides are the newest additions to the toolbox.

Visit the toolbox at https://safety.army.mil/drivertrainingtoolbox (AKO login required) and get started today.

HURRYING to the

CHIEF WARRANT OFFICER 3 WESLEY BURRELL
Company B, 224th Military Intelligence Battalion
Hunter Army Airfield
Savannah, Ga.

Sometimes you come to the end of a mission and realize you owe your life more to luck than smart decisions. But Lady Luck is a fickle spirit. She may not treat you so well the next time.

It was nearly 3 a.m. and we were in the last third of our duty day. A flight of three Chinooks had just landed at Tallil Airbase, Iraq, to pick up a group of passengers and fly them to Baghdad International Airport. While all three crews were waiting on the passengers, we gathered to discuss the flight route to BIAP and the weather for the last leg of the night. Our lead aircraft was crewed by a 500-hour pilot in command and a low-time pilot. Chalk 2 contained our standardization pilot, who was serving as the air mission commander, and a pilot just out of readiness level progression training. The trail aircraft was flown by a 1,000-hour PC and a 500-hour PI.

During the update brief, we found out a dust storm forecast to arrive later that day was actually arriving in the next two hours. Since this was our last run and the passengers were being dropped off at BIAP — which was our home base — we decided to go ahead and depart. The flight back would take about an hour and a half.

On the flight back, I began to get a little nervous about the dust storm. As we approached Forward Operating Base Kalsu's airspace, I called Kalsu Metro and requested an update for the Baghdad area of operation. The briefer told us the dust storm was south of Taji and moving toward BIAP. I updated the rest of the flight and we discussed the possibility of landing at FOB Kalsu to wait out the storm. However, we didn't want to deal with the problems of securing our aircraft and locating a holding area sufficient for the more than 100 passengers and crew. Also, there was no maintenance support for Chinooks at the FOB.

We decided to attempt to beat the dust storm to BIAP, but lost the race. Just south of BIAP, visibility dropped to less than a quarter of a mile. As we continued inbound, I lost sight of lead, so I concentrated on Chalk 2. After about three minutes, I noticed Chalk 2 was climbing, so I climbed with him. By the time we leveled off, I was at 1,000 feet about a mile from the airport. It was then I lost sight of

e GRAVE

Chalk 2, so I started slowly descending at 40 knots toward the airfield. When I saw the fence line for BIAP, I realized I was on the civilian side of the airport. The approach lights finally came into to view and I landed on the runway.

We contacted the other two birds on our internal frequency, and they reported they were ground taxiing over to the passenger terminal. As we taxied, I finally saw them ahead of me. We dropped off the passengers and taxied back to parking.

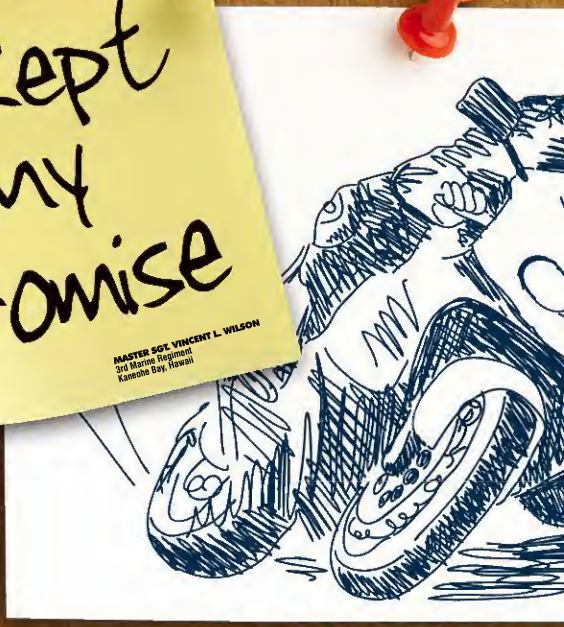
Motivated by "get-home-itis," we chose to ignore the dust storm warning and continue to BIAP. Our excuses for doing that would have never stood up in court. Sure, we were fatigued and didn't want to extend our duty day by stopping at FOB Kalsu. We also didn't want to deal with securing our aircraft and a holding area for the passengers and crew. Also, we never initiated the instrument meteorological conditions breakup we'd been briefed to do when entering dust storms.

Looking back at the mission, it's clear we should have accepted the delay and landed at FOB Kalsu. We should have scrutinized the -1 (weather briefing) more closely when we got word the storm was arriving earlier than previously forecast. That information should have been enough to switch our plans and land at FOB Kalsu. Our succumbing to get-home-itis could have lead to the loss of three aircraft and more than 100 lives. That's a huge price to pay for being in a hurry.

So what about you? How will you balance the risks versus the benefits of hurrying home when faced with dangerous weather? Lady Luck may not be smiling when you try it. Can you afford the consequences if she isn't? Weigh the options and ask yourself which means more — saving time or lives?«

I Kept My Promise

MASTER SGT. VINCENT L. WILSON
3rd Marine Regiment
Kaneohe Bay, Hawaii



After several months of pleading and negotiating, I finally convinced my wife to let me purchase the motorcycle of my dreams. We had just become debt free — and she wanted to stay that way — so there were two promises I made in order for her to feel comfortable with our decision. First, I had to purchase the motorcycle outright so we weren't saddled with a monthly payment. Second, I had to attend a motorcycle safety training course.

I gladly agreed with her conditions and immediately began saving up for my dream bike. I stopped eating out and put every dime I could toward my goal. At that rate, however, I realized it was going to take me at least three years to meet my goal of saving $10,000. To speed up the process, I started working a second job on weekends installing burglar alarms and custom car stereo systems.

As I worked toward my goal, I took a beginning rider course at

the local college. I even took an advanced motorcycle riding course to get some extra practice on the weekends. Some weekends, my friend, James, and I met at the college parking lot so he could show me how to ride his motorcycle. James enjoyed teasing me about sticking to the agreement I made with my wife about saving the money to purchase the motorcycle outright. I really think he was just trying to get me to purchase my motorcycle sooner than planned so we could start riding together. However, I made a promise to my wife, so I was determined to stick it out.

After about a year and a half, I finally reached my goal. However, because it took me so long to get there, the motorcycle I originally wanted didn't seem as glamorous. I shopped around for about a month and found a new Honda CBR 1100 motorcycle for the same price I would have paid for a used custom Honda CBR 650 I had previously wanted. Naturally, I opted to get the larger motorcycle. I paid the dealer by check, signed some papers and became the proud owner of a Honda CBR 1100.

As soon as I got home, I called James to let him know the good news. He immediately came over so we could go for a ride. We took the scenic route to the beach, which was about an hour north of my house. Because my motorcycle needed to be broken in, we rode nice and slow, as suggested by the dealer. Man, it felt great to be finally riding.

Over the next several months, James and I rode more and more on the weekends and sometimes even during the week. One day, we decided to ride to the beach to meet some friends that also rode. We planned to ride an hour northeast of Green Wave Beach to a town call Rolling Hills. The road leading to Rolling Hills is known for its twists and turns over a 30-mile stretch. As we were riding, a car entered our lane ahead as it attempted to pass another vehicle in a no-passing zone. Bob, the lead rider, swerved, overcompensated, fell off his motorcycle and then slid for about 30 feet, hitting his head on the asphalt along the way.

Fortunately, Bob was OK because he was wearing his helmet. But he was lucky, as only recently had he begun wearing a helmet. James had convinced him of the importance of wearing the proper personal protection equipment every time he rode. If this accident would have occurred a month earlier, Bob might have been seriously injured, or worse, killed.

After his close call, Bob vowed to enroll in a sport bike rider course offered by the installation safety office. Most installations provide some sort of motorcycle training free of charge for service members. In addition to learning skills to help keep you safe on your motorcycle, you may also qualify for a discount on your insurance premium just for attending.

When I got home that day, I hugged my wife and thanked her for ensuring I had attended a motorcycle training course before purchasing my bike. That promise I kept might one day save my life.«

FYI

If you are in the military, you are required to wear a helmet and proper personal protective equipment even if your state does not require it.

HOW DI

Fiscal 2012

As an Army, we're getting better all the time at safety. I feel confident making that statement given final numbers from fiscal 2012: With 162 accidental fatalities, it was our third-safest year on record and our best since combat operations began more than 11 years ago.

BRIG. GEN. TIMOTHY J. EDENS
U.S. Army Combat Readiness/Safety Center
Fort Rucker, Ala.

Our leaders, Soldiers, safety professionals and Families deserve credit for this achievement. Without them, the Army Safety Program would be nothing more than regulations and tools dusted off for the occasional inspection. Putting safety into action and living it day in and day out, regardless of mission or duty status, is why we've been successful in reducing accidental fatalities, even as we remain engaged in the fight overseas.

Some challenges remain, however, and you'll find they are old and familiar foes. This article will outline what we've gotten right, what still needs work, and how we can get there from here. It's a different approach from similar articles in the past, but I truly believe we need to move away from talking about losses in terms of numbers and start a new conversation on the lives those figures actually represent.

The big picture

On-duty safety is a stellar success story for our Army. During the past 10 years, the accidental fatality rate — based on a per-capita calculation of fatal accidents per thousand Soldiers — fell 76 percent. The rate is a more practical measure of our safety standing because it takes into account fluctuations in the Soldier population, unlike straight numbers that reflect only losses during any particular year. So, even with a force that's grown and shrunk according to mission needs, the decline in on-duty accidental deaths has continued on a downward trajectory for an entire decade.

It gets even better on the ground. Since fiscal 2004, the number of Soldiers killed in on-duty ground accidents has declined 80 percent, a remarkable figure considering the constant training and operational requirements of our ongoing combat mission. That trend continued during fiscal 2012, with total on-duty fatalities dropping 27 percent from the previous year. Leading the way were decreases of 50 percent or more in Army Combat Vehicle and personnel injury-other fatalities.

As our ground forces have been drawing down overseas, aviation crews are still maintaining an accelerated OPTEMPO both operationally and in training. That pace hasn't had a profound impact on safety, however. With 12 fatalities, we closed fiscal 2012 only slightly above the previous year, when 11 Soldiers died in aviation accidents. Class A-C accidents were down 4 percent from fiscal 2011, although Class A accidents alone

(involving both Soldier losses and/or total loss of aircraft) rose 40 percent during the year. Even so, fiscal 2012 helped sustain the marked improvements seen in aviation safety during the past several years.

Off duty, fatalities were down six percent from fiscal 2011. That number is somewhat deceptive, though, because it was driven largely by significant declines in PI-O losses and accidents involving "other" private motor vehicles (SUVs, trucks, vans, etc.). Accidents in sedans and on motorcycles, along with pedestrian mishaps, actually increased during the year and remained the No. 1 killer of Soldiers, whether on or off duty.

The problems

If you were to read every accident report in the USACR/Safety Center database, one common topic would emerge: human error. Whether due to indiscipline, inattention, complacency, overconfidence or any number of factors, the simple fact is that some Soldiers make bad decisions that result in tragic outcomes. That painful truth spans aviation, ground and off-duty and affects Soldiers of all ranks and backgrounds.

Looking at vehicle trends, we keep seeing the same mistakes. Speeding, nonuse of seat belts, or reckless riding and driving invariably make an appearance in both Army Motor Vehicle and PMV accident reports. In fiscal 2012, two Soldiers died in rented vehicles

D WE DO?

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while on duty overseas. Off duty, our youngest Soldiers are most at risk for a fatal PMV-4 accident, especially those at the rank of E-4. Disturbingly, however, NCOs continue to comprise a disproportionate majority of motorcycle fatalities.

Negligent discharges are another area rife with indiscipline. On-duty weapons fatalities have been under control for some time, but losses attributed to privately owned weapons increased during the last fiscal year. A Soldier pointing an "unloaded" weapon at him or herself and pulling the trigger, often after drinking, was the most common scenario in these accidents. Horseplay with weapons, even those assumed to be safe, is a grave error in judgment and perfectly illustrates the issue we have with indiscipline.

The same principle holds true in aviation. During fiscal 2012, human error was to blame in 82 percent of all recorded Class A and B mishaps. Dust landings, power management/aggressive maneuvering, and night vision goggle flights accounted for the bulk of the year's Class A and B aviation accidents. Aviators always have to be at the top of their game, but especially so in these situations, where mistakes can be brutally punishing.

> "**UNLIKE** our other senses, the **SAFETY INSTINCT** is grown with careful nurturing and **MENTORING FROM LEADERS** and a disciplined environment."

Safety culture

I firmly believe safety culture is key to reducing accidents and associated fatalities. I've talked at length about what safety culture is in my monthly columns in this magazine, so now I'll share four specific themes to consider when evaluating your unit's safety culture.

- Safety culture is not separate or distinct from organizational culture. When done right, safety is an ingrained aspect of the organization's existing culture. A unit's shared beliefs, values and attitudes all contribute to operational safety and efficiency. Soldiers are the key stakeholders in any culture, and leaders must have their buy-in to make safety pay in their formations.
- Safety must not compete with the organization's primary mission. Safety complements, not dictates, mission execution. Much of what our Army does comes with inherent risk, but in the thick of the fight, the Soldiers engaged in actual operations control how hazards are mitigated. Leaders must guide them through holistic risk assessments that account for hazards posed by the enemy, environment, materiel, and their own human error, and then give them the latitude to make smart decisions to control aggregate risk.
- Risk management is linked to readiness. Safety keeps Soldiers and equipment in fighting condition. Every loss degrades readiness, regardless of the source. Accidental fatalities are senseless because they can often be prevented, and every death leaves a lasting gap in that Soldier's unit and Family. To stay ready, Soldiers must stay safe.
- Safety must be an imperative, not a priority. An imperative is a "have to do," while priorities can shift due to competing demands. Safety can't slide to the left or right simply because something else might seem more important. In terms of Soldier's lives, there is nothing more important than safety.

In sum, safety culture fosters an instinctive mindset in Soldiers that translates to their activities both on and off duty. Unlike our other senses, the safety instinct is grown with careful nurturing and mentoring from leaders and a disciplined environment. We've got to reach our Soldiers and let them know discipline isn't punitive — rather, it's what right looks like! Accidents aren't left up to fate, and safety is firmly in our control. As a leader, battle buddy, safety professional or Family member, you have the power to effect positive change and save even more Soldiers in the future!

Circle-to-land is one of the least practiced and most underappreciated maneuvers in the fixed-wing Army aviation community. In the commercial and civilian sector, the maneuver is considered risky enough that many freight operators prohibit their pilots from performing it at night or from doing it at all. However, depending on the mission, pilots may have no choice but to employ the circle-to-land maneuver. And if the first time you practice it is the first time you need it, you could be in serious trouble. I'll give you a personal example from a flight I had in a C-12.

Circle to Land — A TRICKY MANEUVER

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It was a fair day for instrument flight rules training along the eastern seaboard. The forecast showed scattered clouds at 1,000 feet, a few clouds at 4,000 feet and overcast at 10,000 feet with a front pushing in from the west. We were inbound to Myrtle Beach International Airport and had requested the VOR/DME-A (a navigation aid providing the direction and distance to the runway along with a circle-to-land approach). Before descending from our mission profile altitude of 22,000 feet, the Automated Terminal Information Service at Myrtle Beach confirmed the forecast we'd received earlier on our -1, plus winds from 270 degrees at 40 knots gusting to 55. I realized this ATIS forecast provided a good training opportunity. I could enter the traffic pattern and land on runway 18/36, a north-south runway, choosing to land from either direction. Whichever approach I used, I'd have a crosswind. It was simply a matter of whether I wanted it coming from the right or left side of the aircraft.

As we were handed off from center to Myrtle Beach approach, my pilot reviewed and briefed the airport diagram, instrument procedures and notice to airmen. With runway 18 in use, we both agreed we would enter right-closed traffic (flying only right turns in the pattern) upon crossing the minimum descent altitude of 520 feet. A Trouble T (a warning shown in the notes section of the instrument procedure chart) restricted aircraft from circling east of the runway. After receiving the brief from the pilot not on the controls, approach handed us off to Myrtle Beach tower.

We barely broke out of the weather as I executed the instrument approach. Conditions were much worse than ATIS reported, with broken scud intermittent at 600 and 400 feet. At 12.6 nautical miles, I crossed the centerline on runway 18, as indicated on the approach plate, and turned right to land downwind. But with winds worse than predicted, coupled with precipitation and reduced visibility, I found my scan jumping more and more between my airspeed, instruments and the obstacles outside, which included a new tower and other buildings being erected inside the traffic pattern. There was also a crane located closer to my traffic pattern than I had expected — the NOTAMs didn't lie. I realized as I corrected for the winds that if I flew a wider pattern, I would be in the clouds as well.

With limited visibility flying a tight, modified downwind approach — conditions that didn't permit a standard traffic pattern altitude — we conducted the before-landing check. We got two red and one green on the landing gear check, so we recycled the landing gear to ensure all three wheels were down. We flew a modified nose-low descending turn to final, correcting for obstacles in the pattern and the easterly gusting winds.

While we landed without incident, the flight gave me a great appreciation for the tricky nature of the task. I realized that circle-to-land should be practiced several times a month, initially under ideal conditions as well as in moderate weather. I would never want to get into a situation where I needed to execute a circle-to-land approach without first having plenty of practice. Also, all too often, "Murphy" plays a role by giving us an inaccurate weather forecast, a minor mechanical issue or new obstacle to be avoided while landing at an airfield. The best way to stay out of Murphy's sights is to be practiced and ready with the proper controls. The fact is, when it comes to safety, foresight beats hindsight every time.

"I REALIZED that circle-to-land SHOULD be PRACTICED several times a MONTH, initially under IDEAL conditions as well as in MODERATE WEATHER."

You're Ne Too Skilled t Something

RETIRED MASTER SGT. MARTIN G. BARRETT
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I began riding motorcycles at 8 years old when my father bought me a little Honda dirt bike. More than 35 years later, I still love the freedom and thrill of riding. I have always considered myself a skilled rider; but before I could register my bike on post, I had to complete the Motorcycle Safety Foundation's Basic *RiderCourse*. While I didn't think the course would teach me much or improve my riding skills, I went into it with an open mind. To my surprise, I actually learned something, especially regarding personal protective equipment. That training likely lessened the severity of the accident I thought would never happen to me.

It was early in the morning when I headed out for Fort Stewart, Ga. I was scheduled to start a two-week assignment the next day and wanted to get there early. The ride was going to take about three hours, so I did all the right things before striking out: I inspected my bike, donned the proper PPE and planned my trip with a couple of rest stops along the route. I had only traveled about 65 miles when it happened — an elderly man in a small pickup truck crossed three lanes of traffic, causing me to hit him broadside.

At 55 mph, there wasn't a lot I could do but brace for the impact and hope for the best. My bike struck the pickup just behind the cab. I had decided to try to get airborne in hopes I could loft my body over the bed of truck. I almost made it, but my left foot struck the side of the vehicle, causing my body to flip violently. I hit the ground on the opposite side of the truck and came to an abrupt stop.

I knew I was hurt, but, at that point, I saw that as a good thing. A sheriff's deputy who witnessed the accident later told me he couldn't believe someone could survive that hard of an impact. As I lay on the road, I began to assess my injuries. My left foot was at about a 45-degree angle to my leg. I had shattered the left fibula and broken my left tibia. The surgery to repair my ankle took about five hours, and I spent five days in the hospital. Fortunately, after another surgery and a year of rehab, I was able to ride again. However, I now have an eight-inch titanium plate and eight screws holding my ankle together.

If I hadn't been wearing the proper PPE I learned about in the Basic *RiderCourse*, things

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would have turned out a lot differently that morning. The over-the-ankle boots I was wearing helped keep my foot attached to my leg. I was also glad I had spent the extra money to purchase a quality helmet. Even though it shattered on impact, it protected my head when it struck the road. My long pants and a leather riding jacket protected my body from road rash, and my hands were spared by my gloves. While the man driving the truck claimed he never saw me, my high-visibility vest protected me from other drivers that morning. All things considered, I guess I am pretty lucky.«

FYI

Proper personal protective equipment can save your life. To learn more, visit the U.S. Army Combat Readiness/Safety Center's POV/POM Toolbox at https://safety.army.mil/povtoolbox/.

Ergo
TI

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onomics THAT WORK

Ergonomics is the applied science of equipment design in the workplace to reduce fatigue and discomfort and increase productivity. Cumulative trauma disorders, repetitive stress injuries and work-related musculoskeletal disorders are synonymous terms. All relate to musculoskeletal and nervous system injuries caused by repetitive tasks, forceful exertions, vibrations, compression (pressing against hard surfaces) and/or sustained awkward positions.

Fatigue and Impairment

In most administrative areas, the source of fatigue or RSIs can often be easily identified by observing the work habits of the individual and/or design of the workstation. For example, individuals who work with a keyboard and/or mouse on top of the desk are at risk of fatigue or RSIs in the back, shoulders, neck, arms and/or wrists. Leaning forward to reach the keyboard puts stress on the lower spine and neck muscles; raising the shoulders to reach the keyboard or mouse will stress the shoulders; and allowing the arm or wrist to lean on the edge of the desk can result in a compression injury. Individuals who sit or slump in a chair without appropriate lumbar spine support risk compressive forces on the lower spine. Even a good task chair can cause pain if it's not the right size or adjusted properly.

Neck or shoulder fatigue for most individuals often starts mid-day, ending soon after the work day is over, which can be attributed to tilting the head forward to view a monitor that's too low. Tilting the head backward to view a monitor that's too high can result in neck pain throughout the workday. Fatigue or pain can also result from twisting the head to read documents or holding the phone between the ear and the shoulder, which can increase stress on the neck and shoulder joints and muscles.

Sitting improperly for long periods can result in back pain, as joints can get stiff and dysfunctional when held in one position for multiple hours each day. Other contributors to back pain include slumping in a chair, lack of support from the chair, improper fit of the chair, improper type of chair for computer use, prolonged sitting without a break and overreaching for the keyboard or mouse.

Chairs that are too high leave the feet dangling, and the constant downward pull on the legs can result in lower back pain. Individuals who keep their chair too low risk stress or injury to the ankles, back and everything in-between as a result of "dropping" into the chair. The shoulders, neck and back are also affected when pushing up from a chair that is too low.

Good Ergonomics

Many individuals are not aware that fatigue, stress or musculoskeletal disorders are often the result of poor ergonomics. They blame poor sleeping habits, strenuous workouts, gardening, carrying children, etc. While these are certainly contributors, the stressors of a poor ergonomic work environment may be the significant, or even primary, factor in how a worker feels. The following tips for setting up your equipment can be useful in improving the ergonomics of a work environment.

Keyboard

When typing, the shoulders should be relaxed with the keyboard at or slightly below elbow height and parallel with the forearms.

Keep the wrists in a good neutral (straight) position.

If the keyboard is

DID YOU KNOW?

If any of the following is true, evaluation of your work area is needed to resolve or reduce the impact of work-related musculoskeletal disorders:

1. **Does fatigue/pain start during the workday?**
2. **Are personnel rolling/stretching their shoulders and neck after the middle of the workday?**
3. **Does fatigue/pain go away or diminish after the workday is over?**
4. **Does fatigue/pain disappear during the weekend and start again during the first workday?**
5. **Are personnel talking about fatigue/pain or other health problems; are they frequently absent?**
6. **Have personnel sought surgical treatment for musculoskeletal disorders?**

on the desktop, ensure the keyboard "feet" are disengaged to avoid wrist flexation.

For most individuals, a good keyboard/mouse tray is recommended. Adjust the tray in a slight negative slope (i.e., the front of the keyboard is higher than the back, which will help keep the tray off the knees and promote straight wrists).

Mouse

Position the mouse as close to the keyboard as possible and at the same height (keyboard/mouse tray users may have to stack the mouse on top of notepads or other material).

Avoid resting forearms or wrists on a sharp edge or hard surface as this constant, direct pressure (i.e., contact stress) may lead to discomfort or injury.

If fatigue or soreness occurs in the mousing hand, try using shortcut keys more frequently instead of pointing and clicking the mouse, or switch the mousing hand.

Use the correct mouse for hand size or task — for example, large hands may become fatigued when handling small mousing devices; users who work with graphics, plans design/review and other similar tasks should use devices specified for that work (versus devices designed for routine word processing).

Try an alternative to a mouse such as a trackball or touchpad, ensuring the device is not awkward to use and does not require overuse of any one part of the hand (e.g., side roller-ball devices).

Chair

Obtain a good, comfortable, appropriate task chair. The chair should be in good condition, equipped with adjustable seat and arm height, not overly contoured, have lumbar support that fits the back well and a seat pan that is deep enough to support the legs.

Maintain good posture (head, neck, spine are aligned) by sitting back in the chair while keeping the feet flat on the floor (or obtain a good foot support device).

Get up, move around and stretch frequently.

Monitor

Position monitors directly in front of you (never to the side where you must twist your neck or body).

Adjust the monitor height such that the head does not tilt forward or backward.

Consider a monitor arm for users who have limited desk space or for very tall personnel (monitors can become unstable when raising them too high to accommodate tall personnel).

Individuals with corrective eyewear may need a monitor arm to ensure adjustability for their vision needs (which often changes during the day). Also, some individuals with corrective eyewear may need the monitor lower than the hardware allows (to avoid tilting the head backward when looking through the bottom of the eyewear lens).

Notebook Computer

Avoid using a notebook computer keyboard since it is usually more compact (forcing the shoulders to be drawn inward) and the monitor is too low.

When traveling, use an external mouse and keyboard and stack the notebook computer on top of books or furnishings. (Ensure the computer does not overheat.)

Use care when carrying the computer. Use a wheeled carrier, backpack or a case with a padded strap positioned across the chest.

Getting Help

While this article discusses common ergonomic issues, some individuals may need one-on-one assistance to correct or improve their ergonomic environment, or program managers may need assistance with ergonomic training. This support is available from the Industrial Hygiene Office, local safety professionals and the U.S. Army Public Health Command.

Family engagement kit

On the home front, a Soldier's "battle buddy" is often his or her Family. Check out the new Family Engagement Kit to learn how you can look out for the safety of your Soldier. The kit features a variety of tools, including videos, real-life stories, resources and tips to keep your Soldier safe.

https://safety.army.mil

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ARMY SAFE IS ARMY STRONG

Communic IS THE Key

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We watch television, send and receive emails and text messages and make telephone calls daily. You'd think we'd be pretty adept at communicating, right? Not always. Let me share a personal example.

It was just a standard night vision goggle air traffic management flight during winter in Connecticut. One of the pilots in command from my unit was going to take me on a round-robin flight across the state, giving me some more NVG time while working the local airspace. Typically, I wouldn't be concerned about a simple flight like this, but my past experiences with this particular PC weren't very good. Nonetheless, we carried on, preflighted the CH-47 and conducted our aircrew briefing. Once complete, we started the aircraft, conducted our hover checks and were on our way.

The first 35 minutes of the flight were uneventful as we flew toward a small airport in Bridgeport. When we made our initial call to the tower, they answered, "Nomad 78, I have you at eight miles northeast of the airport, report three miles and enter the downwind to land runway 29." I responded, "Roger, will call three miles for the downwind to 29."

Since our flight heading was 200, I figured runway 29 would be on the right ahead. The problem was I couldn't for the life of me see the runway, which was just this side of Bridgeport. When we were roughly four miles out, I told the PC about the problem. He responded, "Continue on in."

I obliged and continued inbound, following the needle toward the airport. We made our call at three miles, and I was getting uncomfortable. There were three small fixed-wing aircraft in the pattern, and I still couldn't see the runway. I wanted to tell my PC I couldn't see the runway, but decided not to since he'd already told me to continue inbound.

Finally, when we were about a mile out, I told him, "You have the flight controls," adding that I still didn't have the runway in sight. He didn't respond, so I repeated myself. Still, there was no response. It

turned out he was having the same problem I was, I just didn't know it.

In the midst of the confusion, he told me to turn left and I did. This only compounded the situation, putting us on the final approach course to runway 29, right in the path of another aircraft. Fortunately, the other aircraft broke off his approach in time to avoid us.

I couldn't believe what had happened. Something like this just doesn't happen on a simple ATM flight — but somehow it did. Tower gave us instructions to avoid the aircraft and we headed north to get clear of the airspace. The rest of the flight was rather quiet and uneventful. When we debriefed back at the airport, the PC told me I should have let him know earlier that I couldn't see the runway.

The lesson from this story is we were both wrong. Should I have been more explicit concerning my lack of situational awareness at the time? Yes, absolutely. Should my PC have let me know he was in the same precarious situation I was in? No doubt about it. We should have been talking, helping each other and working together.

This flight was a lesson on why we get an annual aircrew coordination class. Had we exercised open and clear communication, we'd have had much less drama on the mission that night. Fortunately, this turned out to an opportunity for some lessons learned and not a catastrophic event.

John Donne famously said, "No man is an island," and that is particularly true for the members of an aircrew. If you want to make sure your number of landings and takeoffs match, then remember communication is the key.«

A Significant Emotional Event

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It was April 2005, and I was preparing for my first permanent change of station move to Fort Huachuca, Ariz., from Fort Bragg, N.C. During my monthly checks of my 1999 GMC Sonoma pick-up, I noticed my brakes would soon need replacing. Since I was about to take a long drive across the country, I figured I would replace the front and back brake components beforehand. I had no idea how much that preventive maintenance would later pay off.

After the repairs were complete, my best friend, who had flown in from Phoenix, and I set out on our cross-country adventure. On our first day, we took our time and stopped at a few places along the way, never in too much of a hurry. The second day of our trip put us on the long, open stretch between San Antonio and El Paso, Texas, where there's nothing but open fields and highway. Little did we know we were about to face what we in the military call a "significant emotional event."

While traveling along I-10 at the posted speed limit, we came upon a semi-truck in the right lane in front of us. The truck driver was traveling under the speed limit, so I decided to pass him. We entered the left lane well behind the truck to ensure the driver could see us, and proceeded to pass. We'd just made it up to the cab when it everything went wrong.

The driver suddenly decided he wanted to be in our lane and started to move over. My friend noticed the truck encroaching upon us and told me to watch out. I laid on the horn to let the driver know he was drifting toward us, but he continued into our lane. At this point, we were traveling at a rate that would not allow us to speed up or slow down sufficiently to clear the truck. Our only option was to hit the median at 65 mph!

I veered off the road and stomped on the brakes. The brakes groaned and clacked for what seemed like forever until my little red pickup finally came to a stop in a cloud of dust and dry grass. As the dust — and our hearts — settled, we realized we'd come to rest about 100 or so feet from where the median dropped into a two-lane underpass. We looked at each other and got out of the vehicle to settle our nerves and see if there was any damage to my truck. Satisfied that everything seemed to be in good order, we got back in the truck and continued our trip to Phoenix without incident.

Had I not inspected my truck before I left Fort Bragg, I wouldn't have noticed the brake system needed servicing and might not have been able to stop in time when the semi cut us off. Just as we require regular inspection and servicing

of our military vehicles, equipment and aircraft, we must also inspect our privately owned vehicles and motorcycles just as thoroughly. Regular POV inspection and servicing can prevent you and the ones you love from being another highway statistic. Here are a few tips to ensure your personal vehicle is up to snuff:

- Follow the manufacturer's scheduled service intervals. Even older vehicles have items that should be inspected and serviced after so many miles or months.
- Set up a personal inspection schedule (a car day) to catch problems in-between regularly scheduled maintenance.
- Have a supervisor inspect your vehicle prior to any trip. This means not just "checking the block" and having them sign a false inspection.
- Regardless if you are mechanically inclined, if something feels or sounds wrong with your vehicle, get it checked out by a qualified mechanic.
- If you do decide to do the work yourself, ensure you use the correct parts for your vehicle and the required torque for all fastening hardware.

Regular POV and POM inspection and servicing exists for a reason. Do not let your vehicle leave you stranded on the side of the road or, worse, six feet in the ground. Take care of your ride and it'll take care of you.

AVIATION

CLASS C

- The left cockpit door separated from the aircraft upon takeoff as the aircraft was in a left-climbing turn. The crew landed the aircraft without further incident and the door was recovered.

FIXED-WING

CLASS A

- The crew was conducting a readiness level progression training flight when they experienced a cockpit warning for the left-main landing gear. The crew initiated emergency procedures, and the landing gear collapsed upon touchdown.

UAS

CLASS A

- The contract crew received a high-temperature warning as the system climbed through 10,000 to 12,000 feet mean sea level. The crew attempted to return the UAV to base, but the engine failed and the aircraft crashed short of the runway and was destroyed.

GROUND

CLASS A

- A Soldier died when the HMMWV he was riding in overturned. The HMMWV was the fifth vehicle in an eight-vehicle convoy movement when a civilian vehicle attempted to pass it. Reportedly, the POV cut in front of the HMMWV, and the driver swerved to avoid a collision.

CLASS B

- A Soldier was injured when the HMMWV he was a gunner in overturned and rolled several times. The Soldier was wearing his restraint harness. Two other Soldiers also suffered injuries.

Personnel Injury

CLASS A

- Two Soldiers were killed in an apartment complex fire.

- A Soldier died from a gunshot wound to the head while he was at the home of two other Soldiers. Another Soldier was handling the weapon when the round was fired.

- A Soldier died after collapsing during organized physical training.

DRIVING

CLASS A

- A Soldier died when his vehicle collided with two others on a state highway.

- A Soldier died when his vehicle collided with another POV as he attempted to pass a dump truck. The Soldier was ejected from the vehicle and thrown about 50 feet.

- Two Soldiers were killed when their vehicle overturned. The driver and another passenger suffered minor injuries.
- A Soldier suffered a permanent total disability injury when his bicycle was struck by a vehicle during organized physical training. He is expected to be paralyzed from the waist down.
- A Soldier was killed when he lost control of his pickup truck and struck a roadside tree. The Soldier was not wearing a seat belt and was reportedly speeding.
- A Soldier was ejected and killed in a single-vehicle accident.
- A Soldier was killed when he drove his vehicle onto the opposing interstate lanes from a rest stop and collided with an oncoming vehicle. The accident resulted in a third vehicle crash and one other fatality.
- A Soldier was killed when the pickup in which he was a passenger left the road and overturned.

CLASS A

- A Soldier died when his motorcycle collided with a van that entered his lane of travel, forcing him to brake hard. The Soldier struck the back of the van and was thrown to the ground.
- A Soldier died when an SUV entered his lane from a secondary road and struck him. The Soldier was wearing full personal protective equipment.
- A Soldier died when his motorcycle collided with another vehicle.

The signs are all around.

It's up to YOU to recognize and act on them.

Training, Discipline and Standards

Training, discipline and standards are the bedrock of our Army, and as Soldiers, you've been taught what right looks like. As leaders, you have a duty and a responsibility to maintain standards in your formation. You also have an obligation to your Soldiers and their families to manage risk and take action to correct problems. In our fight against accidental fatalities, knowledge is the weapon of choice.

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